

## 026 - DISTRICT ATTORNEY

### Operational Summary

#### Mission:

To enhance public safety & welfare, create a sense of security in the community through the vigorous enforcement of criminal and civil laws in a just, honest, efficient and ethical manner and to ensure the provision of financial support for children by enforcing child support orders.

#### Strategic Goals:

- Prosecute criminal violations of state law occurring in Orange County in a vigorous, efficient, just & ethical manner.
- Sustain and enhance the enforcement of child support obligations in an efficient and professional manner.
- Achieve substantial compliance with federal and state regulations/mandates.
- Attract and maintain a stable, productive, competent workforce.
- Begin the process to transition Family Support Division (FSD) to a new County agency.
- Continuously improve the responsiveness of the District Attorney's Office.

#### Key Outcome Measures:

Performance Measure	FY 99-00 Results	FY 00-01 Target	How are we doing?
<b>AVERAGE NUMBER OF DAYS BETWEEN CASE FILING AND DISPOSITION</b> <b>What:</b> Measures efficiency of prosecution <b>Why:</b> To determine workload efficiency	Phase III Department: measure determined this year	Determine accuracy and reliability of relevant data, generate baseline figures	On target for a Phase III Department
<b>PERCENT OF FILED CASES RESULTING IN CONVICTIONS, PARTICULARLY OF VIOLENT CRIMES</b> <b>What:</b> Measures level of effective, just prosecution <b>Why:</b> To determine effectiveness of prosecution	Results for Calendar Yr 1999 being compiled; 1998 felony results: 87.8% of all felony defendants convicted	Determine appropriate targeted outcomes for felonies and misdemeanors; maintain or exceed targeted outcomes	Excellent conviction rate compared with limited data from comparable countries; need linkage to Court data systems for complete misdemeanor info

## Key Outcome Measures: (Continued)

Performance Measure	FY 99-00 Results	FY 00-01 Target	How are we doing?
<b>INCREASE NUMBER OF COLLABORATIVE INVESTIGATIONS</b> <b>What:</b> Proactive investigation conducted in concert with other law enforcement agencies. <b>Why:</b> Collaboratively working on investigating crime maximizes effectiveness and efficiency.	The 2 areas supporting this indicator are the Regional Gang Enforcement Team(RGET)& TRackRS. In the 1st Qtr of 2000, RGET conducted 103 interviews, 57 undercover operations & 37 surveillances. In 1999, TRackRS reviewed 1,053 unsolved cases, entered 1,311 cases into the system & served 408 subpoenas.	TRackRS is aiming to solve 200 unsolved homicides/violent sexual assault cases. RGET is a collaborative task force made up of multiple agencies, including 3 county agencies. RGET targeted to open 100 cases and provide 500 assists to law enforcement in FY 2000/01.	In first 2 months of operation, RGET made over 60 assists to law enforcement agencies. All O.C. police agencies access the TRackRS database(DNA/Fingerprints). In 2 years, this technology led to a serial murderer(6 murders),serial rapist (8 rapes), & other violent criminals to be brought to justice.
<b>PERCENTAGE OF CHILDREN WITH PATERNITY ESTABLISHED</b> <b>What:</b> Measures basic service level of Family Support Division <b>Why:</b> Necessary precursor to collecting child support	As of 12/31/99, 85% of children had paternity established.	To have 85% of children with paternity established by December 31, 2000.	Making steady progress at increasing the percentage of children with paternity established.
<b>PERCENTAGE OF CASES WITH ORDERS OF SUPPORT AND INSURANCE ESTABLISHED</b> <b>What:</b> Measures basic service level for Family Support Division <b>Why:</b> Necessary precursor to collecting child support	As of December 31, 1999, 72% of cases had orders of support and insurance established	To have 75% of cases with orders of support and insurance established by December 31, 2000	Making steady progress at increasing the percentage of cases with orders of support and insurance established
<b>PERCENTAGE OF CURRENT SUPPORT PAYMENTS COLLECTED</b> <b>What:</b> Measures key service level of Family Support Division <b>Why:</b> Indicates achievement of goal of providing for the welfare of children	Phase III Department: measure determined this year, new state form contains this figure	Develop regular computation of this figure for new state form; establish baseline level	On target for a Phase III Department
<b>AVERAGE COLLECTIONS PER CASE</b> <b>What:</b> Measures key service level of Family Support Division <b>Why:</b> Indicates achievement of goal of providing for the welfare of children	Refining measure to reflect number of cases with dollar support orders, for FY 99-00 through December's average collection was \$2,036. FY 99-00 average collection was \$2,229.	Determine baseline figure for FY 99-00; establish target for FY 00-01	On target for a Phase III Department
<b>PERCENT COMPLIANCE WITH STATE AND FEDERAL REGULATIONS, AS REPORTED IN THE ANNUAL AUDIT</b> <b>What:</b> Measures goal of maintaining compliance <b>Why:</b> Indicates efficient processing of child support cases	The overall average compliance rate was 88.7% with all areas at least 75%	Maintain all areas at 75% or higher and achieve an overall average compliance rate of 80%	After several years, the Division achieved compliance with state and federal regulations and continues to maintain that success
<b>PERCENT COMPLIANCE WITH NEW STATE REGULATIONS</b> <b>What:</b> Measures goal of maintaining compliance <b>Why:</b> Indicates efficient processing of child support cases	These regulations have not yet been developed by the state	Determine baseline levels once regulations are developed by the state, then create plans to achieve or maintain compliance	Awaiting direction from the State
<b>COMPLETE A TRANSITION PLAN FOR TRANSFORMING FAMILY SUPPORT DIVISION INTO A SEPARATE COUNTY AGENCY</b> <b>What:</b> Prepares for an orderly transformation with no loss of service to children <b>Why:</b> To create an agency devoted to providing child support svcs & thereby improve children's lives	Began creating parallel administrative units in Family Support; personnel being trained to take over basic responsibilities	Need guidelines from State before a detailed transition plan can be developed	Very proactive in preparing for a smooth transition with no loss in services

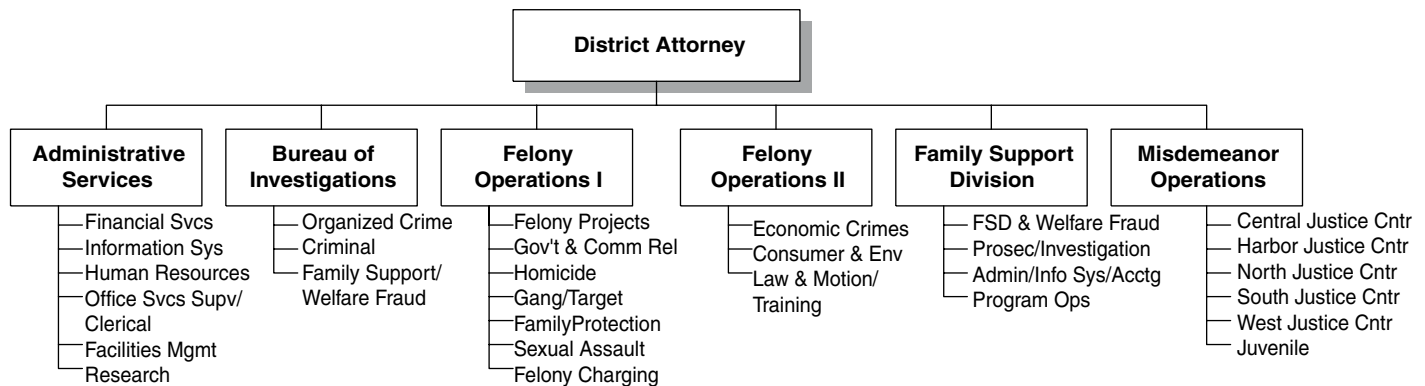
## Key Outcome Measures: (Continued)

Performance Measure	FY 99-00 Results	FY 00-01 Target	How are we doing?
<b>TOTAL CHILD SUPPORT COLLECTIONS</b> <b>What:</b> Measures effectiveness of multitude of factors in program operations. <b>Why:</b> Indicates achievement of goal of providing for the welfare of children	In calendar year 1999, collected \$131.5 million, a 23.6% increase over 1998.	Increase collections by 15% in 2000, to \$151.2 million	Annual increases in distributed collections of 20+% the past three years; collections have more than doubled since FY 94-95
<b>FEELING OF KEY CONSTITUENT GROUPS REGARDING SAFETY AND OFFICE EFFECTIVENESS</b> <b>What:</b> Measures feelings of safety, freedom from crime impacts and effectiveness of Office <b>Why:</b> To determine if prosecution is perceived as vigorous and efficient	Phase III Department: measure determined this year	Develop surveys, determine constituent group samples, gather data and determine baseline levels	On target for a Phase III Department
<b>RESPONSES OF KEY CRIMINAL JUSTICE PARTNERS REGARDING ACCESSIBILITY AND RESPONSIVENESS OF THE OFFICE</b> <b>What:</b> Measures feelings of responsiveness of the Office <b>Why:</b> To determine quality of partnerships with key criminal justice agencies	Phase III Department: measure determined this year	Develop surveys, determine constituent group samples, gather data and determine baseline levels	On target for a Phase III department
<b>CLIENT SATISFACTION WITH CHILD SUPPORT SERVICES</b> <b>What:</b> Measures effectiveness in meeting its goal of maintaining a productive competent workforce <b>Why:</b> A stable, productive & competent workforce is critical to continued increases in collections	Phase III Department: measure determined this year	Develop surveys, determine constituent group samples, gather data and determine baseline levels	On target for a Phase III department
<b>SURVEYING OF OUTREACH PARTICIPANTS REGARDING RESPONSIVENESS OF THE OFFICE</b> <b>What:</b> Measures perception of responsiveness of the Office to the communities <b>Why:</b> To determine effectiveness of outreach activities	Phase III Department: measure determined this year	Develop surveys, determine constituent group samples, gather data and determine baseline levels	On target for a Phase III department
<b>RESPONSES OF KEY CONSTITUENT GROUPS REGARDING QUALITY OF SERVICES OF THE OFFICE</b> <b>What:</b> Measures views of the quality of services of the Office <b>Why:</b> To determine if prosecution is perceived as efficient, just and ethical	Phase III Department: measure determined this year	Develop surveys, determine constituent group samples, gather data and determine baseline levels	On target for a Phase III Department
<b>INCREASE PRESENCE OF OFFICE IN COMMUNITY</b> <b>What:</b> Public awareness of the Office of the District Attorney's responsibilities and services. <b>Why:</b> Public awareness educates crime victims, witnesses & those with child support issues of DA services.	The Govt & Community Relations Unit aligned with many community groups & has now over 50 volunteers for its community outreach activities. In April 2000, WeTip, Inc. nationally recognized FSD for its innovative strategies to locate parents who don't pay child support.	The Govt & Community Relations Unit plans on participating in the Orange Int'l Street Fair, the Cinco de Mayo festival, & the 3-day Orange County Fair. Other goals for FY 00/01 include sponsoring 18 Career Days for children and 9 community focus groups.	The Govt & Community Relations Unit is administering a Federal grant to outreach & educate recent immigrants on DA services. Additionally, Family Support conducts various programs, including recognizing those who pay child support & utilizing the Internet to locate delinquent parents.
<b>INCREASE GRANT REVENUE</b> <b>What:</b> External revenue required to fund DA criminal division operations. <b>Why:</b> Criminal division's mainly funded by Prop 172 sales tax & Co. General funds, which are both limited.	For fiscal year 1999/2000, the Office has received almost four million dollars in grant revenue to fund criminal division operations.	Increase grant revenue by 20% by the end of FY 2001/2002.	In an effort to increase revenue from federal and state sources, the Office established the Govt and Community Relations Unit. The Unit actively seeks grant revenue and works with various legislators to introduce legislation to support our Office's operations.

## Fiscal Year 1999-00 Key Project Accomplishments:

- Continued restructuring of Office criminal prosecution operations and implementing recommendations in the Criminal Division Operational Assessment Study.
- Responded proactively to concerns regarding violent crimes by establishing a Regional Gang Enforcement Team and by reorganizing existing programs to improve prosecution success.
- Implemented new procedures for attorney recruitment, rotation, and performance evaluation.
- Continued restructuring Family Support Division operations, initiating Financial Teams and reorganizing Night Teams to improve effectiveness.
- Increased 1999 child support collections 23.6% over 1998 levels.
- Maintained Family Support activity compliance to state and federal regulations.
- Initiated an outreach program with a particular focus on the Hispanic and Vietnamese communities.
- Hired a grant development specialist to find revenue to support other specialized program needs.
- Completed the lease-purchase acquisition of a building to house most of the Criminal Division and successfully moved into the facility.
- Initiated a modified work schedule for hourly employees and improved other work conditions, such as parking and intra-office communication.
- Implemented e-mail and voice mail for all employees and continued to introduce technological applications to enhance efficiency.
- Began the process to transition Family Support Division to a new County agency.

## Organizational Summary



**DA ADMINISTRATIVE SERVICES** - This Division provides administrative and technical support for the other five Office divisions. This support includes accounting, budgeting, computer systems, human resources services, facilities management, office services, purchasing, research, and compliance review/audit.

**DA BUREAU OF INVESTIGATIONS** - The Bureau consists of law enforcement personnel who provide investigative and other related technical services for the agency's prosecutors. Investigators conduct proactive investigations, specialty investigations, follow-up investigations, interviewing and subpoenaing of witnesses and ensuring that they are able to appear in court.

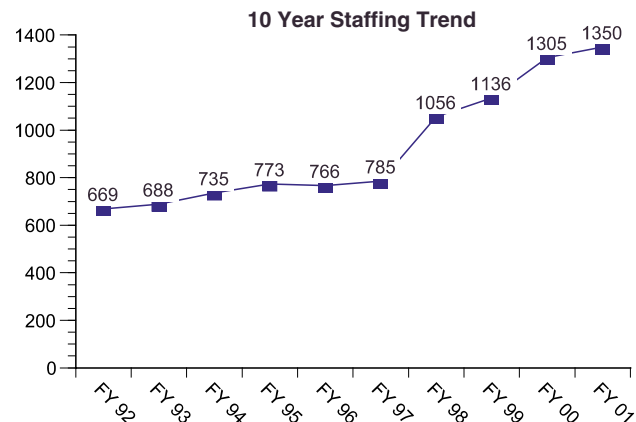
**DA FELONY OPERATIONS I** - This Division handles most of the felony cases of the Office. The new, centralized Felony Charging Unit is designed to make the filing of felony cases more efficient and consistent. Less complex felony cases are sent to the Felony Panel for further processing. More complex, specialized cases are handled by the Homicide, Sexual Assault, Family Protection or TARGET/Gang Units. The Felony Projects Unit handles special and sensitive cases (such as election code violations and other cases with political overtones).

**DA FELONY OPERATIONS II** - This Division contains vertical prosecution units handling Economic Crimes (auto theft and auto insurance fraud, workers' compensation fraud and other types of fraud), Consumer and Environmental Protection cases (scams against consumers, creation of environmental hazards), specialized narcotics cases (major vendors, methamphetamine lab seizures, etc.), career criminal cases, and welfare fraud criminal prosecutions. The Law and Motions Unit, which handles the writing of writs and appeals and other court motions is also located in this Division.

**DA FAMILY SUPPORT** - This Division handles all aspects of child support establishment and enforcement. Its main focus is to collect and distribute child support monies. If the non-custodial parent fails to respond, the attorney section utilizes available civil and criminal alternatives to enforce compliance with legally issued court orders.

**DA MISDEMEANOR OPERATIONS** - This Division oversees the criminal prosecution of adult misdemeanor crimes in each of the five Justice Centers, as well as, the operations of the Juvenile Unit. Between new filings and the completion of existing cases, the Division handles approximately 55,000 misdemeanor cases annually, and the vast majority of the 12,000 juvenile petitions presented to the Office each year.

## Ten Year Staffing Trend:



## Ten Year Staffing Trend Highlights:

- Criminal Division staffing increases have occurred with the transfer of 63 Welfare Fraud investigator positions from the Social Service Agency to the Office of the District Attorney; increases in attorneys and investigators to match the increases in sophisticated, complex felony crimes; increases in Information Systems and paralegals to increase the efficiency of Office operations; and increases in office support and administrative services personnel to handle increased responsibilities due to County decentralization and Office growth.
- Family Support Division increases initially stemmed from the implementation of the Price-Waterhouse operational audit that recommended structural changes and a reduction in caseloads. Continued staff increases allowed further reductions in generalized caseloads to the level recommended by Price-Waterhouse, and increased numbers of specialized functions to improve collections of "hard-to-collect" cases. Administrative support staff were also increased to handle the increased responsibilities of the Division and to prepare for the transition to a separate agency. Staff increases have led to substantial increases in collections, with an average annual increase of over 20% since FY 94-95. Family Support continues to operate at no cost to the County.

## Budget Summary

### Plan for Support of the County's Strategic Priorities:

As the only public safety agency operating in all areas of the County, the Office of the District Attorney will take the lead in implementing programs to enhance the core business of public safety and security. The Office has devoted significant resources to the strategic priority of Gang Crime Prevention, proactively initiating a Regional Gang Enforcement Team in response to the rise in gangs claiming financial, rather than physical, territories. The Office has also devoted considerable staff time to the Strategic Priority of an Integrated Criminal Justice System. In addition to encouraging the expansion of multi-agency programs, the District Attorney has devoted a great deal of resources to the development of integrated computer systems. The Office has also been involved in aspects of the Strategic Priorities involving the South County Courthouse, Juvenile Facilities and the Preventative Agenda.

Family Support Division will strive to improve effectiveness and efficiency in order to continue to operate at zero net county cost.

### Changes Included in the Recommended Base Budget:

On February 1, 2000, the Board of Supervisors approved ten additions, three deletions and 17 reclassifications for a net increase of seven additional positions for the Criminal Division as a result of a staffing assessment study conducted jointly by the CEO and the District Attorney's Office.

On November 9, 1999, the Board of Supervisors approved a lease conveyance agreement on the building at 401 Civic Center Drive, Santa Ana for the Criminal Division offices. Upon commencement of the second year lease term, the County shall pay the lessor an additional \$1,000,000. This amount was included in the Office's budget for FY 2000-01.

Due to legislative changes to California Family Code (FC) Sections 17307, 17704 and 17710 and the Welfare and Institutions Code (WIC) Section 10095, the Office is required to submit its Family Support Division's (FSD) FY 2000-01 budget request to the State Department of Child Support Services for funding review and approval. In our FSD budget request to the State, we have identified and included the funding requests for program enhancement as well as local transition costs necessary to establish a new county department referred to as the local child support agency as provided by FC Section 17304, with direct oversight and supervision from the Department of Child Support Services. The State has approved a total of 24 positions for the Accounting and Information Technology Units as part of the program enhancement. Local transition costs are not to be approved by the State at this time.

### Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
<b>Regional Gang Enforcement Team</b> <b>Amount: .....\$ 357,216</b>	Add 3 Investigators & 1 Supvg Investigator to multi-agency team targeting violent & aggressive gangs	Increase investigations of sophisticated, organized, vicious gangs leading to increased convictions	026-003
<b>TRaCKRS</b> <b>Amount: .....\$ 174,298</b>	Add 2 investigators to continue this program and maintain database on unsolved violent crimes in OC	Proactively address & assist agencies in the investigation of violent crimes, increase cases filed	026-002
<b>Gov't and Community Relations</b> <b>Amount: .....\$ 115,945</b>	Convert extra-help staff to limited-term for outreach & for securing grants to reduce gen fund needs	Increase grant revenue to \$4.8 million, increase outreach efforts and implement survey findings	026-004
<b>FSD IT-Consortia System</b> <b>Amount: .....\$ 6,414,767</b>	State-mandated conversion to consortia payment processing system using State & Federal funds	Transition to selected consortia system without interruption of child support svcs; comply with state	026-008
<b>FSD Position Exchanges</b> <b>Amount: .....\$ 257,056</b>	Position exchanges with no net county cost that are required to meet FSD's changing business needs	Raise overall child support obligations, case collections & enhance compliance with state standards	026-007



## Approved Budget Augmentations and Related Performance Results: (Continued)

Unit/Amount	Description	Performance Plan	Ref. Num.
<b>Family Support Program Enhancement</b> <b>Amount: ..... \$ 800,000</b>	Comply with new mandates regarding locating parents, enforcing support orders; improve public service	Raise overall child support obligations, case collections, compliance with state performance standards	026-006
<b>FSD Info Technology Staffing</b> <b>Amount: ..... \$ 221,512</b>	Addtl staff required due to reorganization & new network application demands; no net county cost	Provide computer svcs to enhance payment processing, delivery of support svcs & state compliance	026-009

## Final Budget and History:

Sources and Uses	FY 1998-99 Actual Exp/Rev <sup>(1)</sup>	FY 1999-00 Final Budget	FY 1999-00 Actual Exp/Rev <sup>(1)</sup>	FY 2000-01 Final Budget	Change from FY 99-00 Actual	
					Amount	Percent
Total Positions	N/A	1,305	N/A	1,350	1,350	N/A
Total Revenues	76,595,567	94,076,160	89,264,840	116,921,225	27,656,385	30.98
Total Requirements	74,963,986	96,168,754	92,088,081	120,096,736	28,008,655	30.42
Net County Cost	(1,631,581)	2,092,594	2,823,241	3,175,511	352,270	12.48

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 1999-00 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: DISTRICT ATTORNEY in the Appendix on page 390.

## Highlights of Key Trends:

- The Family Support Division (FSD) has experienced significant, sustained increased in overall collections, in collections per case, in cases with court orders, and in paternities established. Factors contributing to this success are as follows:
  - Reorganization of FSD in September 1995.
  - Enhancement of the computer system to handle certain routine tasks without human intervention.
  - Increase in staff devoted to these efforts.
- Changes in the law which permitted the use of administrative processes instead of court processes.
- Greatly enhanced staff training.
- Greater public awareness of parental obligations.
- Retention of career family law attorneys.
- Focus on provision of quality customer service.
- SIF projects - defaults, modifications, Judgment Debtor Exams and Contempts.

## Budget Units Under Agency Control

No.	Agency Name	DA Administrative Services	DA Bureau Of Investigations	DA Felony Operations I	DA Felony Operations II	DA Family Support	DA Executive Management	Da Misdemeanor Operations	Total
026	District Attorney	0	0	0	0	61,049,025	59,047,711	0	120,096,736
116	Narcotic Forfeiture & Seizure	0	0	0	0	0	1,906,480	0	1,906,480
122	Motor Vehicle Theft Task Force	0	0	0	0	0	3,620,160	0	3,620,160
14H	Da's Supplemental Law Enforcement Svcs	0	0	0	0	0	1,113,777	0	1,113,777
	<b>Total</b>	0	0	0	0	61,049,025	65,688,128	0	126,737,153